Human Resource Management Risk July 5, 2021

"To win the marketplace, you must first win the workplace." -Doug Conant



What are our Human Resources Management Risks?

- Ability to <u>attract</u> great people
 - New ideas and approaches

- Ability to retain great employees:
 - Engage them actively
 - Develop them professionally
 - Treat them fairly



Attraction: Difficult to Fill -January 1, 2021 to May 31, 2021





Attraction: Glass Door Reviews –

Influence Our Brand

Vacancies as of mid June 2021

Vacancies

- Currently 48
 vacancies
- One recruitment takes approximately 3 months of elapsed time or 15 to 26 hours to complete

• # Postings:

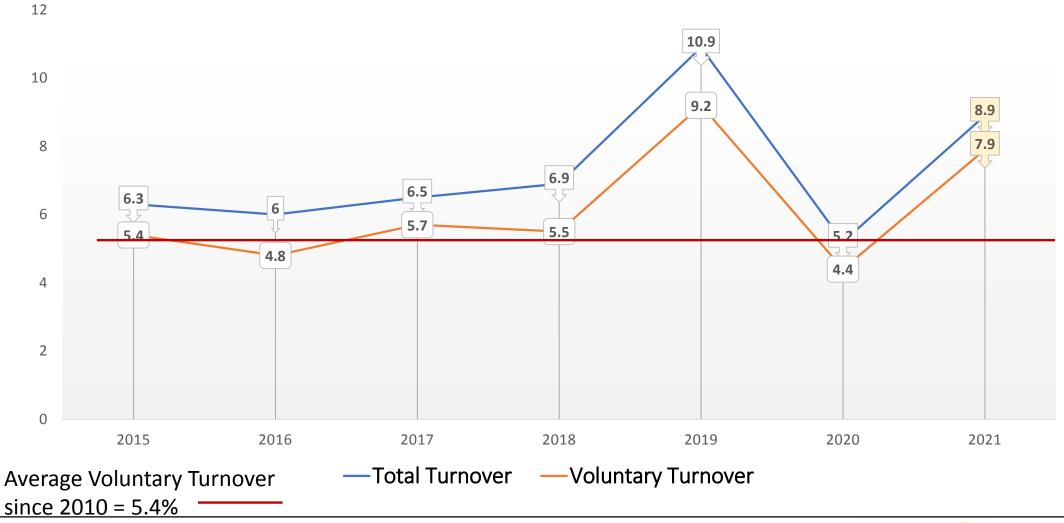
- 2017-188
- 2018-234
- 2019-272
- 2020-77

Total							
TOLAI							
Transportation							
Transit							
RPF							
Recreation Community and							
Clerks							
ITS							
Halton Court Services/Legal							
Fire							
Finance							
Engineering							
Community Planning							
СМО							
City Building							
	0	10	20	30	40	50	60



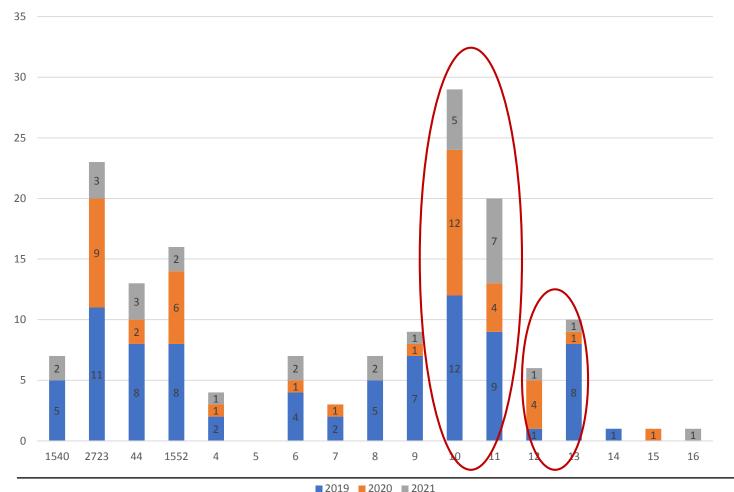
Retention Metric

Turnover as a % of Full-time Complement





Retention: Voluntary Turnover- Quits plus Retirements by Salary Grade/Local

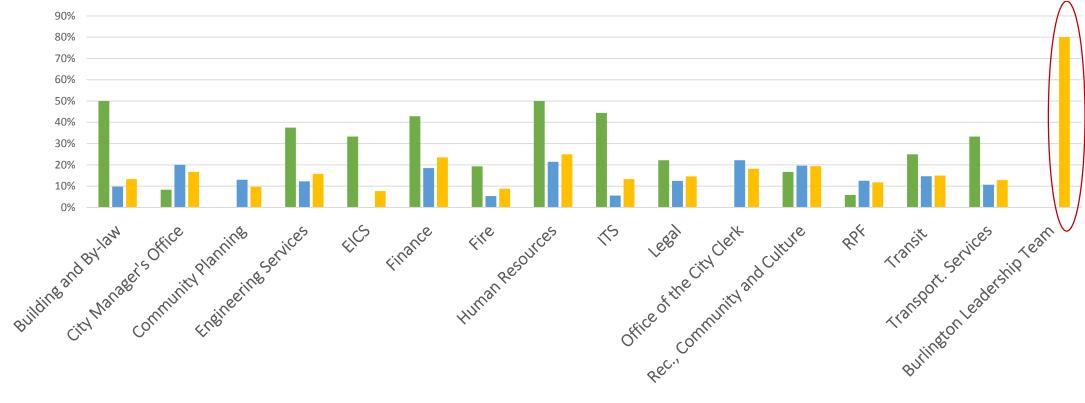


What is the data telling us?

- Voluntary turnover is trending beyond historical average
- Grades 10 and 11 have a higher rate of quitslosing future leaders
- Quits are double retirements in nonunion workforce
- Quits and retirements balanced in unionized workforce



Retention: Forecasted Retirements up to 2024 As a % of Department Complement



- % of People LeadersEligible to Retire
 % of Individual Contributors Eligible to Retire
- % of Total Department Complement Eligible to Retire



An Example of Attraction and Retention Challenges: Engineering Services

- Attraction Challenges
 - Competition for talent
- Retention Challenges
 - Compensation
 - Time to job rate
 - Compression



Retention: Health Landscape

- Disability Management Cases per 100 full-time employees
 - 2020: 9.49
- ➡ 2021: 21.12
 - 62% of complex cases are mental health related
- Respect in the Workplace Investigations:
 - 2019: 15 investigations
 - 2020: 10 investigations
 - 2021: 7 (till end of May)
- Grievances:
 - 2019: 35
 - 2020: 19
 - 2021: 8 (till end of May)



Mitigation Strategies

- On-Boarding and Re-Boarding Strategy and Execution
- Diversity and Inclusion Strategy
- Recruitment Channel Development
- Recognition Program Implementation
- Implementation of Hybrid Workplace Policy
- Renewed Succession Management Program
- Renewed Leadership Development Program
- Non union Job Evaluation plus future Unionized JE
- Performance Management Framework
- Health and Safety Accreditation

TECHNOLOGY TO PROVIDE THE DATA TO ACT ON PLUS A STRONG HR DEPARTMENT TO EXECUTE



Functional Areas within Human Resources

The Human Resources Department significantly impacts the future and success of the City as it is the City's people, not its products, that are going to ensure its success and that will execute Council's strategy.

Stewardship and execution of people strategies, processes, and policies is Human Resources' business.

Health, Safety and Wellness

Functional Examples: Disability mgmt, WSIB, legislative compliance, sick leave, corporate stds, Inspections, Audits, Investigations, Safe Job Procedures, MOL, Safety Talks, wellness fair, mental health support,.

> Human Resource Payroll and Admin.

Functional Examples: Payroll input, front line customer services, administering benefits and pension changes, admin. support to HR services, Health and safety and OD sections,

Human Resources Services

Functional Examples: Recruitment, developing recruitment strategies/channels, legislative compliance, recognition programs, Investigations, **Employee and Labour Relations**, Onboarding **Execution**, Performance Mgmt,

Total Rewards and Analytics

Functional Examples: Mgmt/Mtce of payroll, emp centre, and recognition systems, mass updates to payroll, retro calculations, developing data reports. dashboards, compensation modelling, benefits administration, job evaluation, pay equity Organizational

Development

Functional Examples: Succession management, leadership development, change mgmt., managing Our Training Room, culture initiatives, developing D&I tools, instructional design, developing on-boarding tools, policy development



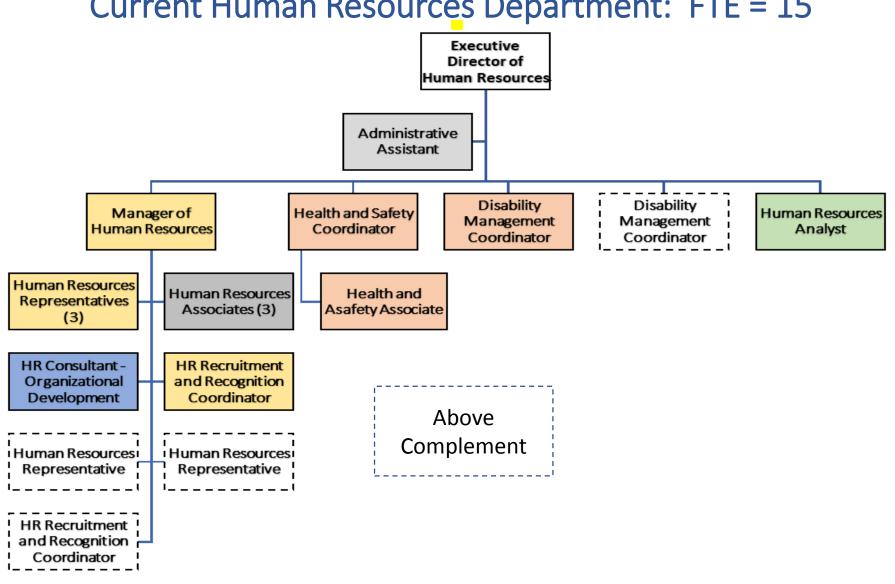
Transactional to Strategic Human Resources



Offer learning opportunities to build skill sets and reduce turnover

Develop succession management and leadership development programs to target specific skill sets, develop recruitment strategies and channels to source both active and passive candidates



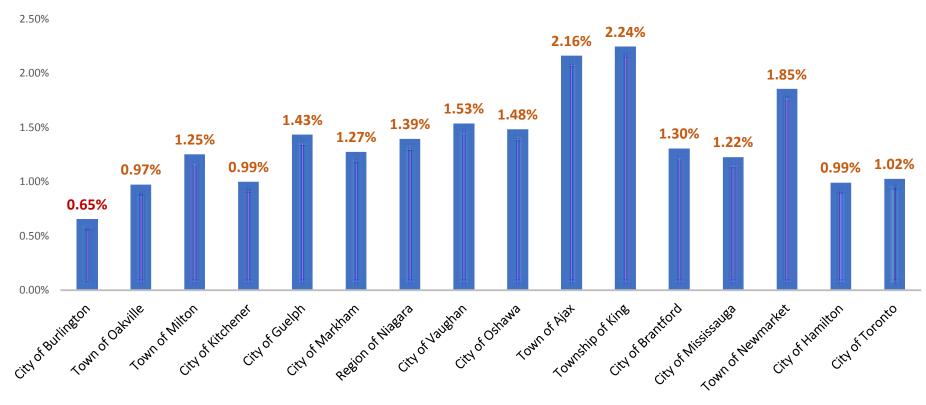






Human Resources Staff Ratio Data

MUNICIPAL HR AS A % OF HEADCOUNT



2018 Bloomberg Law:

Average 1.5 HR staff/100 employees

2017 Society of Human Resource Management:

- High 2.6 HR Staff/100 employees
- Median 1.5 HR Staff per 100 employees



